

Recovery Act: Energy Efficiency and Conservation Block Grant Retrofit Ramp-Up Program  
City of Omaha, Nebraska and City of Lincoln, Nebraska  
Project Impact Table for Topic 1

Project Impact Metrics	During Project Period			Post Project Period, Years 4 to 6		
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Number of buildings retrofitted	651	2,377	1,472	1,500	1,500	1,500
Total square footage of buildings retrofitted	15,172,500	17,415,000	6,070,000	10,000,000	10,000,000	10,000,000
Average utilities savings (e.g. cost and fuel savings) achieved per unit retrofitted)	30%	30%	30%			
Jobs created or retained*	68	143	146	100	100	100
Average emissions reductions (MMT CO2) per unit*	20	27	23	23	27	32
EECBG Funds Expended	\$ 4,040,000.00	\$ 7,910,000.00	\$ 8,040,000.00			
Leveraged Funds and In-Kind Resources Expended	\$ 2,220,000.00	\$ 5,270,000.00	\$ 5,370,000.00			
# of Contract Let	66	155	145			
Assumptions: *The number of jobs created and the average emissions is calculated used the Department of Energy, EECBG Estimated Benefits Calculator for Nebraska. The Average emission reduction is per building retrofitted. The jobs created and average emissions is based on annual expenses of grant funds and a portion of leveraged dollars.						

**Recovery Act: Energy Efficiency and Conservation Block Grant Retrofit Ramp-up Program  
City of Omaha and City of Lincoln, Nebraska Retrofit Ramp-up Program  
Project Narrative**

**Section I. Project Objectives**

**A. Project Goals & Objectives**

**Goal 1: Establish a long-term regional marketplace for retrofitting existing buildings.**

- **Objective 1:** Increase the number of entities engaged in the commercial, industrial and residential retrofit marketplace in Omaha and Lincoln.
- **Objective 2:** Maximize the number of informational outlets for consumers to learn about locally-based energy efficiency upgrades.
- **Objective 3:** Increase the amount of innovative financial tools to make energy retrofits accessible to consumers in Omaha and Lincoln.

**Goal 2: Systematically deliver a critical mass of high-quality retrofit projects in an efficient and cost-effective manner.**

- **Objective 1:** Audit and/or retrofit over 80-percent of residential, commercial and public buildings in designated Green Zones.
- **Objective 2:** Decrease the cost of residential, commercial and industrial retrofits across Omaha and Lincoln.
- **Objective 3:** Increase the number of residential, commercial and industrial retrofit opportunities for emerging small businesses and green entrepreneurs locally.

**Goal 3: Perform work in a manner that is sensitive to local communities and the environment.**

- **Objective 1:** Achieve 100-percent inclusion of all Neighborhood Associations and/or Neighborhood Advocacy Organizations within the Green Zones in the implementation of the Omaha-Lincoln Ramp-Up Program.
- **Objective 2:** Maximize the recycling of materials replaced through retrofit.
- **Objective 3:** Maximize neighborhood participation and revitalization.

**Goal 4: Build a scalable, sustainable model that can be replicated in communities throughout Nebraska and the Midwest.**

- **Objective 1:** Increase energy efficient retrofits outside of established Green Zones and beyond the funding opportunity.
- **Objective 2:** Reduce the number of residents, business owners, property owners and consumers who have no access to measurable, objective and verified individual energy consumption information.
- **Objective 3:** Sustain the workforce, entrepreneurship and retrofit activities over the entire grant period

**B. Project Work Plan**

The City of Omaha-City of Lincoln Retrofit Ramp-up Project has identified specific strategies to successfully meet project goals and objectives. These detailed strategies, listed below, have guided development of the Retrofit Ramp-up Project and will serve as the primary work plan for all partners involved during implementation. To effectively and efficiently coordinate strategy implementation between the City of Omaha and the City of Lincoln, and to ensure goals and objectives are met, the City of Omaha will contract with a program management firm to be overseen by both cities. The program management team will include technical experts in residential and commercial energy efficiency and be a known leader in the areas of project controls, economic development, finance, community involvement, data management and environmental management. Working closely with the City of Omaha's Sustainability Coordinator, the program management team will be responsible for developing programmatic tools and setting up the contracting mechanism for bundled projects.

**Goal 1: Establish a long-term regional marketplace for retrofitting existing buildings.**

- **Strategy 1:** Develop and implement a framework for engaging and networking the efforts of municipal, state, educational, private, and non-profit organizations toward the common goal of a retrofit marketplace.



- Strategy 2: Develop and maintain a consolidated energy efficiency information source for residential and commercial consumers in conjunction with other info sources.
- Strategy 3: Distribute through innovative financial mechanisms over \$25 million in leveraged funds.
- Goal 2: Systematically deliver a critical mass of high quality retrofit projects in an efficient and cost-effective manner.**
- Strategy 1: Using concentrated and defined areas in Omaha and Lincoln, audit and/or retrofit over 80-percent of residential, commercial and public buildings in Green Zones.
- Strategy 2: Contract on behalf of building owners and use economies of scale techniques, such as project bundling and qualified product lists, to contract large quantity discounts.
- Strategy 3: Stimulate small business and entrepreneurial growth by delivering projects and establishing quality standards for auditors and general retrofit contractors.
- Goal 3: Perform work in a manner that is sensitive to local communities and the environment.**
- Strategy 1: Work with neighborhood advocacy organizations to launch campaigns to enlist residential and commercial participants in the program.
- Strategy 2: Employ a full life-cycle approach to sourcing qualified products and discharging waste materials.
- Strategy 3: Integrate program management efforts and project delivery with local and municipal efforts focused on lead poisoning prevention, indoor air quality and rehabilitation.
- Goal 4: Build a scalable, sustainable model that can be replicated in communities throughout Nebraska and the Midwest.**
- Strategy 1: Develop programmatic tools for residential retrofit, residential weatherization, small commercial, large commercial, tenant-landlord and public facilities.
- Strategy 2: Establish an objective and replicable process for measuring and verifying incremental, real-time energy consumption and projecting energy savings in light of local weather.
- Strategy 3: Stage project delivery for iterative improvements and capitalization of leveraged investments in workforce training, green technology, and entrepreneurship.

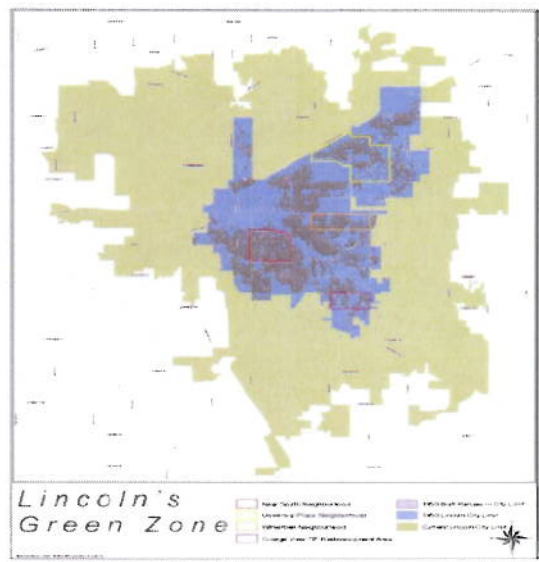
The City of Omaha and the City of Lincoln have designated target Green Zones in which the Retrofit Ramp-up Program will be strategically tailored to most effectively serve the populations. The Green Zones were selected based upon a wide range of criteria including income levels, building types, and neighborhood characteristics. To address the findings of the *Recovery Through Retrofit; Middle Class Task Force Council on Environmental Quality*, mixed incomes were a considered a high priority in the designation of Green Zones. The report concluded that in order to establish a self-sustaining retrofit market, the middle-class would have to overcome various barriers to the retrofit market. Therefore, for the program to successfully establish a retrofit market regionally, the program should target the middle-class consumers.

The City of Omaha Green Zone is bound by Lake Street in the North to Leavenworth Street in the South and from 16<sup>th</sup> Street in the East to 36<sup>th</sup> Street in the West (see map below). There are approximately 3,000 buildings that predominantly older than the 1940s. The buildings include including 2,280 residential, 595 commercial and 125 public. The area hosts a mix of incomes and supports municipal goals of neighborhood development, blighted area improvements and multi-modal transportation improvements. To establish a Green Zone, the City of Lincoln first scaled down the map to encompass the city limit of 1950. Then, four targeted neighborhoods in the area where selected based on the established criteria; Near South, University Place, Witherbee and College View (see map below). There are 1,500 eligible buildings that are predominantly older then the 1940s and includes 1125 residential, 300 commercial, and 75 public. The area hosts a mix of incomes and supports municipal goals of urban development and blighted area improvements.





City of Omaha, Nebraska Green Zone



City of Lincoln, Nebraska Green Zone

## Section II. Merit Review Criteria Discussion

### Criterion 1: Leveraging and Sustainability

#### • Sub criterion 1.1 – Leveraging EECBG Grant Dollars

The City of Omaha and the City of Lincoln's proposal for the Retrofit Ramp-up Program relies on leverage partners for project implementation and sustainability. In addition to teams providing program management and oversight, leveraged partners will bring unique skills and perspectives necessary for a successful program of this scale. When considering their contributions to the retrofit ramp-up program, partners were asked to focus on their core competencies. Both cities successfully secured 123 pledges from 27 organizations, amounting in leveraged dollars totaling \$100,110,135. These pledges will be directed toward contributing essential services to the following aspects of a successful program: Retrofitting, Workforce Development, Green Technology/Entrepreneurship, Consumer Information, Market Strategy, Neighborhood Advocacy and Financial Mechanisms. As a result, the leading cities set conditions to start integrating the efforts of various organizations around one concept: creating a sustainable retrofit marketplace.



*The Retrofit Ramp-up Program strategy includes partners in retrofitting, workforce development, green technology and entrepreneurship, consumer information, financing mechanisms, neighborhood advocacy, and market strategy.*





## Retrofitting

**Number of Pledges: 17      Total Amount: \$43,111,588**

Organizations focused on neighborhood rejuvenation and energy efficiency improvements, including the Lincoln Action Program, NeighborWorks, the Omaha Public Power District and Weatherization Trust, have committed to contributing services toward the retrofitting of residential homes and public and commercial buildings in designated Green Zones. The wide range of retrofit services offered attests to the growing energy efficiency industry in both cities. Services include: weatherization of low-income houses; equipment, such as heat pumps; Home Air Leakage Testing; Home Energy Rating System staff time and the rehabilitation of residential homes and commercial/public building retrofits within determined Green Zones. These leveraged commitments will be offered in conjunction with the retrofitting provided through grant funds. The expansive retrofitting efforts within Green Zones will also institute economies of scale to make retrofitting more affordable to other parts of the city beyond the grant period.



## Workforce Development

**Number of Pledges: 19      Total Amount: \$5,785,977**

In order to meet the demands produced by the Retrofit Ramp-up Project, both cities must bolster their respective "Greenforce" resources – workforce development efforts focused on the energy efficiency and conservation market sector. The following organizations have committed to providing leverage to build Greenforce resources: Joslyn Institute for Sustainable Communities, Omaha Chamber of Commerce, Omaha Public Power District, World Fellowship Christian Ministries, Inc., Metropolitan Community College and Energy Pioneer Solutions. Greenforce training includes home and commercial-grade auditing and assessments, Energy Star training, energy efficient building science education, green construction training, retrofit evaluation and life skills, ethics and job readiness training. Greenforce training will be provided in a variety of mediums, including coursework at local universities and community colleges, service learning projects and on-the-job training. Not only will workforce development help meet the demands of this large-scale retrofit program, it will also educate and prepare a fresh workforce to compete in Nebraska's growing green market sector. All leveraged Greenforce efforts are targeted on the activities that will take place within Green Zones.



## Green Technology/Entrepreneurship

**Number of Pledges: 19      Total Amount: \$10,311,410**

The Omaha-Lincoln Retrofit Ramp-up Program will provide an opportunity for emerging small businesses and budding green technology entrepreneurs to establish themselves within Nebraska's newly energized retrofit market. The variety of products, services and programs offered by the emerging green entrepreneurs will address audit, retrofit and construction needs in designated Green Zones and also set standards for future green entrepreneurs. Each green technology entrepreneur has committed a different product or service to the designated Green Zone including salvaged material recovery, development of retrofit EcoSTEP software for distribution in Green Zones, business plan development assistance, provision of eco-friendly technology, building baselines development for residential and commercial properties, waste assessments and partner-employer workshops. Each unique service will enhance the Omaha-Lincoln Retrofit Ramp-up Program and catalyze a statewide retrofit marketplace.



## Consumer Information

**Number of Pledges: 25      Total Amount: \$2,244,990**

A sustainable retrofit program is futile without informed and knowledgeable consumers who can continue retrofit work past the grant period and advocate for the benefits of retrofits. To build a knowledgeable consumer base, leverage partners will build a consolidated information source – a website – while also



committing a variety of tools like e-newsletters, social networking, technical assistance newsletters, a green homes tour, a homeowners retrofit check-off list, local energy efficient expos, do-it-yourself workshops and a technical assistance guidebook. With this information, consumers can make informed retrofit decisions during and after the grant period and pass the information onto others who may desire such knowledge. Consumer information tactics can also serve as a valuable marketing tool for potential consumers. The Green Omaha Coalition, an established and well-respected local green advocacy group, will provide a significant portion of consumer information leverage. This partnership will be imperative to the success and sustainability of the Lincoln-Omaha Retrofit Ramp-up Program.



### **Market Strategy**

**Number of Pledges: 13      Total Amount: \$3,470,600**

To achieve the greatest amount of residential, commercial and industrial consumer participation, leverage partners have committed to providing an array of marketing strategies. Aside from mass media advertising campaigns, leverage partners have developed various innovative methods to grow participation. Green scorecards will be provided to businesses as an incentive to lower energy consumption and compete with other businesses. The city will collaborate with real estate professionals to promote the benefits of energy efficient homes in designated Green Zones and other parts of the cities. Local universities and colleges will promote their sustainability programs as a strategy to educate residents about potential savings available from retrofits. Each strategy, including mass media advertising campaigns, is designed to capture the attention of potential consumers and convince them to seek more information about the program. The marketing strategy, along with the Consumer Information and Neighborhood Advocacy components, are critical to ensure the greatest amount of participation in the program.



### **Neighborhood Advocacy**

**Number of Pledges: 18      Total Amount: \$6,506,570**

Lending itself to the market strategy of the Omaha-Lincoln Retrofit Ramp-up Project, neighborhood advocacy will enhance the accessibility of the program to participants. Organizations in both cities have committed to dedicating time, energy and current neighborhood campaigns to help propel the mass retrofit effort. To combat the common barriers associated with the retrofit process, neighborhood groups will serve as a trusted and reliable community resource for information. Various neighborhood-focused organizations have committed to providing unique and effective strategies within designated Green Zones. Neighborhood Builders, a program provided by the Omaha Neighborhood Center, empowers local neighborhood associations to display effective leadership. For the purposes of the Omaha-Lincoln Retrofit Ramp-up program, Neighborhood Builders will empower neighborhood associations within the Green Zone with the tools to promote the effectiveness of the program. With these tools, neighborhood associations in the Green Zone will promote the program via neighborhood association meetings and neighborhood sweeps. The Nebraska Department of Environmental Quality has committed to facilitating Green Team Round Tables – a peer-to-peer discussion on energy efficient resources for business owners. The Nebraska Environmental Trust's Green Ambassador Program will provide detailed consumer information at neighborhood association meetings and other community gatherings. These unique strategies, coupled with the consumer information piece and the innovative marketing strategy, will ensure the Omaha-Lincoln Retrofit Ramp-up Program reaches 80-percent of targeted participants and is delivered in a community-sensitive manner.



### **Financial Mechanisms**

**Number of Pledges: 12      Total Amount: \$28,679,000**

Like an effective market strategy, financial mechanisms are integral to the Omaha-Lincoln Retrofit Ramp-up Program. Innovative financial mechanisms are the tools that will allow the Cities of Omaha and



Lincoln to implement the program and provide consumers the opportunity to use these beneficial services. Such financial tools will also allow the program to sustain following the exhaustion of the federal funds. Grant dollars will fund the initial assessment, audit and retrofit of the home, commercial or industrial building. For the program to achieve greater energy saving results and eventually reach a larger audience, other financial mechanisms have been leveraged. The State of Nebraska Energy Office has committed to provide low-interest loans to consumers interested in additional retrofits beyond the grant-funded amount. Other financial lending institutions have committed to providing similar programs. The local utilities district and the RecycleBank have offered significant rebates and discounts for energy efficient appliances such as 95-percent high-efficiency furnaces and tankless water heaters. Local power districts will provide financial incentives for consumers who lower energy consumption following a retrofit. With the assistance of these financial mechanisms, the Omaha-Lincoln Retrofit Ramp-up Program will achieve at least 80-percent participation and decreased energy consumption in and out of Green Zones.

- **Sub criterion 1.2 – Market Transformation**

The Omaha-Lincoln Retrofit Ramp-up Program will create a meaningful and sustainable market transformation by providing the raw material upon which retrofitting audit, construction and supply companies can be formed and programmatic tools developed to create confidence in the return on investment for financial lending institutions. This presents an opportunity to catalyze a retrofit marketplace. The Omaha-Lincoln Retrofit Ramp-up Program will increase demand for retrofitting services in 4,500 homes, commercial and industrial buildings throughout the grant period. The increase in demand will allow retrofit companies and other complementary industries to increase their capacity to serve more consumers and provide additional services. Increasing sales will assure financial institutions and other investors their investments are secure and will generate a standard return on investment. This momentum will not cease upon completion of the grant program, as substantial increase in demand over such a short period will allow the cost of products and services to lower from economies of scale. The larger base of retrofitting companies and complementary industries generated as a result of the Omaha-Lincoln Retrofit Ramp-up Program will continue to compete for business well after the grant period has ended. This market competition will drive down the cost of products and services for future consumers and generate additional business for companies. The initial investment in the Omaha-Lincoln Retrofit Ramp-up Program is the essential first step to establish a retrofit market place locally.

## **Criterion 2: Project Impact Weight: 25%**

- **Sub Criterion 2.1-Economies of Scale and Critical Mass**

The Program centers on delivering high-quality energy savings to the most buildings in a concentrated Green Zone with the least cost while still ensuring incentives to auditors, contractors and lenders. Using sound principles of economics, including critical mass, economies of scale, and supply/demand curves, the Program will focus the building retrofit program around building the market to support retrofitting for the period of the grant and sustaining into the future.

Economies of scale will also be used to negotiate the price points of products included in the qualified product list. By assuring vendors a certain purchase quota, the Program can dramatically reduce the cost for retrofitting each unit.

The risk of mortgage default or foreclosure as a result of this program will be mitigated by the energy savings building owners receive as a result of the retrofits. Building owners will not be required to supplement retrofit costs, but they may choose to pursue funding opportunities that allow them to achieve even greater energy, and thus cost, savings. The only perceived cost to a building owner may be a potential increase in property value associated with buildings in the green zone. If a property assessment increases the value of the property, then the tax burden may increase. However, within the leverage partnerships, the Program will explore opportunities for mortgage-based energy efficiency financing.



- **Sub Criterion 2.2 – Quantitative Impact**

The Omaha-Lincoln Retrofit Ramp-up Program will experience a number of quantitative impacts across both communities. Using the Department of Energy's EECBG Estimated Benefits Calculator, the Cities of Omaha and Lincoln estimates emission reductions in the amount of 20 million metric tons of carbon dioxide equivalent (MMT CO2e) per retrofitted unit in year one, 27 MMT CO2e reductions per unit in year two, and 23 MMT CO2e reductions in year three. Following the grant period, the cities will experience 23 MMT CO2e reductions per unit in year four, 27 MMT CO2e reductions per unit in year 5 and 32 MMT CO2e reductions per unit in year 6. Throughout the entire grant period and in the three years following, a retrofitted home will experience an average utility savings of 30 percent. In addition to the environmental effects, the program will experience other quantitative impacts as well. A total of 4,388 buildings with over 68 million square feet will be retrofitted.

- **Sub Criterion 2.3 – Adoption and Replication by other communities**

The design of the Omaha-Lincoln Retrofit Ramp-up Program allows for replication by other communities. Unlike communities traditionally recognized for their sustainability practices, Omaha and Lincoln face market barriers to adoption of sustainable practices similar to a majority of other cities throughout the United States and the Midwest. The concept proposed for program delivery in this proposal is unique and specific to the needs of these communities. If the program is successful, then other communities who experience similar issues will be able to adopt practices directly.

A key component of Program Management is the development and testing of programmatic tools in the delivery of projects under a bundled and staged format. Such tools may include qualifications for contractors, qualified product lists, delivery methodology, implementation protocol, measurement and verification process, consumer engagement forms, and auditor checklists. Best practices in the areas of workforce development, green technology and entrepreneurship, consumer information, financial mechanisms, neighborhood advocacy, and market strategy will also be provided. These programmatic tools will be made available to other communities for implementation of their own retrofit programs.

### **Criterion 3: Project Approach Weight: 25%**

- **Sub Criterion 3.1 – Soundness of Project Management Strategy**

Immediately upon receipt of grant funding, the Omaha-Lincoln Retrofit Ramp-up Project is prepared to move into the implementation phase. Leverage and community partners will convene to execute the proposed plan under the management of a qualified project management firm hired through a competitive bid process. The City of Omaha will serve as the fiscal administrator for the project and both Omaha and Lincoln will provide project oversight. Having Nebraska's two largest cities leading the project makes this effort unique as it provides a solid foundation for market development, communication, and information and resource sharing.

#### **Outreach/Marketing Strategy**

The City of Omaha, Lincoln, and leverage and community partners will utilize a systematic and targeted recruitment effort aimed at qualified participants within the designated Green Zones. The mass recruitment strategy will be conducted through several mediums: television commercials, public radio announcements, door-to-door canvassing, announcements via neighborhood association newsletters/meetings, and press conferences led by City of Omaha Mayor Jim Suttle and City of Lincoln Mayor Chris Beutler. The importance of a solid marketing strategy cannot be understated. While media saturation is a proven mechanism for outreach, the Omaha-Lincoln partnership will overcome the common barriers associated with retrofitting through personal contact with qualified participants. Personal contact with knowledgeable community volunteers and retrofit/audit professional employees to thoroughly explain details of the program will be most effective in recruiting participants.

Prior to start of the first audit contract, neighborhood advocacy organizers will canvass the targeted Green Zones to enroll building owners in the program. Building owners will receive information about the program and its delivery methodology and they will be asked a series of questions that will be used to



narrow the project delivery efforts, such as whether or not they are income-eligible for weatherization. They will also be asked to sign a release that will allow the Program to access their energy consumption data for the previous two years and continue to collect data on their address for up to four years following any retrofit work.

The city will be contracting the delivery of retrofit projects on behalf of building owners. The cities will do everything in their power to assure professional quality of workmanship, but we cannot guarantee against unforeseen circumstances and events. We will ask each building owner to sign a contractual document that releases the city of liability under these circumstances. The building owner will have the right to refuse to sign such a release, but that would then void their participation in the program. In addition, each contractor will be required to carry professional liability insurance to cover their contractual obligations.

### **Funding Structure**

To maximize the number of buildings treated and energy saved within the Green Zones, the funding structure will vary for residential, commercial, and public structures.

**Residential Buildings:** Energy audits, ratings, and retrofits will be funded entirely by the Omaha-Lincoln Retrofit Ramp-up Project at the estimated cost of \$6,500 per home. If the total recommended retrofit cost is greater than \$6,500, the audit assessment will be sent to a review committee for approval. All residential retrofits will include the installation of smart meters to facilitate measurement and verification. Rental housing units will be addressed in later stages to allow time for negotiating issues around cost and benefits to landlords and tenants.

**Commercial and Public Buildings:** Energy audits, ratings, and sustainable return on investment (SROI) reports will be funded entirely by the Omaha-Lincoln Retrofit Ramp-up Project. The SROI report will include any industry-specific processes. Grant funds will be used to retrofit buildings that are less than 5,000 square feet in ways comparable to residential structures. On qualified commercial buildings, grant funds will be used to install energy efficient roof top HVAC units with continuous reporting capability. Leveraged funds will be used to retrofit and establish continuous commissioning on a select number of large commercial and public buildings pending the necessary audit evaluations. To ensure sustainability and encourage growth of the program, financial counseling will be offered to develop retrofit plans funded by a combination of tax incentives, loans, and other financing products.

### **Implementation Plan**

Projects will be implemented under contract with the Omaha-Lincoln Retrofit Ramp-up Program on behalf of building owners to streamline the process. All buildings participating in the Program must be existing buildings. Contracts will be organized into bundles based on the characteristics of the structures. Contract bundling is an effective project delivery process as it consolidates many small projects with similar characteristics into one larger contract. It reduces the amount of time needed for marketing and negotiating individual contracts and provides contractors a mechanism for ensuring a steady stream of work. This steady stream of work will give qualified contractors increased confidence to expand their business and hire more workers. It will also be effective in catalyzing a demand-based marketplace. The size of bundles will start small, allowing contractors to familiarize themselves with the programmatic requirements, and then grow larger as the program progresses. Contracts will also be staged to maximize workforce development efforts, allowing workers to complete training and be hired by local contractors.

For the Program Management effort, bundling will facilitate the systematic delivery of a large number of projects in a short timeframe. To create the bundles, buildings will first be classified by residential, commercial and public usage, then, grouped by size and age. Then, the buildings will be grouped based on similar characteristics. This will streamline the delivery in that a contractor will be able to focus on a group of buildings with similar characteristics. All retrofits will follow a whole-building approach; a



model that is performance based rather than prescriptive. Building structures that are not conditioned for regular occupancy, such as parking garages and storage sheds, will be excluded from the project.

Residential Buildings: Residential structures within the designated Green Zones will first be categorized by single family or small multi-family dwellings. Large multi-residential dwellings typically greater than 5,000 SF will be assessed as to whether their energy consumption patterns function more like residential or commercial buildings. If commercial in character, then these will be retrofitted according to scope for commercial buildings. The scope of residential retrofits performed will be determined in part by the building owner type (owner occupied, landlord, weatherization qualified or middle class). For example, a weatherization-qualified home within the Green Zone will receive the prescriptive components of weatherization plus the delta between the weatherization approach and the energy performance ceiling funded by this grant program. Residential structures will also be prioritized by age. The Green Zones were selected in part based on predominance of buildings that were built in or before 1940. The EPA's Energy Star for Homes program states that a HERS rating of 130 is an average for an existing typical home. Based on a recent University of Nebraska-Omaha study of the Morton Meadows Neighborhood, a neighborhood with similarly aged housing stock to the Omaha Green Zone, the average HERS rating was 127.5. The Energy Star rating suggested for Omaha's climatic zone (zone 4) is 85. Our primary performance target will be to retrofit existing homes in the Green Zone to a HERS rating of 100. Our secondary performance target will be to retrofit these homes to a HERS rating of 85 or less, if cost effective to do so.

The auditing and rating process will use qualified auditors/Home Energy Rating System (HERS) raters to implement assessments in accordance with Home Performance with Energy Star and to provide standardized labeling. Rather than focusing on a single component, such as single-paned windows, an old air conditioning system, or leaky ductwork, a participating contractor will assess how improvements to all of these components can work together to provide: fewer drafts, consistent temperatures across rooms, better ventilation and humidity control, and lower utility bills. From the audits, a list of retrofits will be developed, including estimated energy savings, pay-back period, and return on investment. Retrofits may include sealing air leaks and duct work, adding insulation, upgrading heating and cooling systems, as well as lighting and appliances, and installing a smart meter. Renewable energy projects and recommendations over \$6,500 will be referred to the program review council. Retrofits will be based on existing building components. For example, if no air conditioning unit exists, an air conditioning unit will not be added. Based on the recommendations, the general contractor will coordinate work to be performed. After the retrofit work has been completed, an audit follow-up will re-rate the home.

Commercial and Public Buildings: Commercial buildings will be grouped into segments such as large office, small office, restaurant, retail, etc. Public buildings will be grouped similarly: large office, small office, church, school, community center, etc. Unlike the residential buildings, the building size of the commercial and public structures will be a key factor for the types of retrofits applicable. They will be broken down into the following categories: less than 5,000 square feet, 5,000-25,000 square feet, 25,000-50,000 square feet, 50,000-500,000 square feet and greater than 500,000 square feet. The commercial and public buildings within the designated Green Zones will also be subject to age cohorts based on housing industry standard improvements and municipal or state energy code adoption. Again, the predominance of commercial and public structures built in or before 1940 was a contributing factor to the Green Zone determination.

The route of the auditing process for the commercial and public buildings is as follows: the contractor will conduct a preliminary audit of the space, develop a retrofit recommendation report, including industry-specific upgrades, a sustainable return on investment (SROI) report, and an outline of financing and incentive options. If the building is comparable to a residential structure or eligible for roof top units,



the grant will fund a retrofit up to \$6,500. If the building is eligible for a Continuous Commissioning and retrofit effort, the project will be referred to the local utilities district.

### **Monitoring/Verification Plan**

**Residential Buildings:** In addition to the follow-up audits to verify energy upgrades, protocols for data collection and energy savings monitoring will be developed by the local utilities in conjunction with the University of Nebraska at Omaha Architectural Engineering College. Upon retrofit completion, each residential unit will be equipped with a smart meter that will provide incremental data on energy consumption. The data can be assessed with climatic conditions to factor in relationships with weather and climate. Smart meters that are compatible with the Google Power Meter application will be an option for installation so occupants can access information on their energy consumption and cost savings.

**Commercial/Public Buildings:** As is the monitoring plan for residential buildings, protocol for data collection, energy savings, and follow up auditing, monitoring will be developed and performed by the local utilities in conjunction with the University of Nebraska-Omaha Architectural Engineering College. Commercial buildings eligible for roof top units will receive continuous feedback reports on the operation of HVAC equipment. A number of large buildings will be selected to participate in a continuous commissioning test market.

### **Feedback and Continuous Improvement**

There will be 5 project stages, beginning in September 2010 and ending in April 2013. Stages 1 through 4 will be 6 months in duration. Stage 5 will be similar to the other stages but will also include a close-out period at the end of the grant-funded project period. Each project stage will include an evaluation in the fourth month and recommendations for improvements will be made before the next stage. This period will allow time for major decisions about project delivery and program management.

The cities of Omaha and Lincoln will encourage feedback on the Program from consumers, participants, contractors, auditors, and leverage partners. Evaluations of audit assessments and retrofits will be based upon the quality assurance surveys completed by building and home owners. Leverage partners will provide feedback directly to the Program Oversight team and through participation in a social networking site set up specifically to coordinate the integration of leverage partner activities.

- **Sub Criterion 3.2 – Goals, tasks, methods, deliverables and milestones**

The Omaha-Lincoln Retrofit Ramp-up Program proposal clearly articulates goals and objectives, defines tasks to meet the goals and objectives, objective deliverables and milestones. There three goals of the program; (1) establish a long-term regional marketplace for retrofitting existing buildings, (2) systematically deliver a critical mass of high-quality retrofit projects in an efficient and cost-effective manner, (3) perform work in a manner that is sensitive to local communities and the environment, and (4) Build a scalable, sustainable model that can be replicated in communities throughout Nebraska and the Midwest. Each goal contains three measureable objectives.

To meet these goals and objectives, the proposal outlines specific strategies and a structured work plan. The strategies focus on the two major components of the grant; delivering audits and retrofits to consumers within the designated green zones and developing a sustainable retrofit market regionally. The proposed work plan is then designed to simultaneously deliver the program and develop the market. The work plan is carried out by the Project Management Team. The Project Management Team will assign homes and buildings to bundles according to similar characteristics. A contract bundle will be awarded to an auditing contractor and when the auditing is completed, let to a retrofitting contractor. Once both are complete, the contract bundle will be complete. The project work plan, broken into stages, has established timeframes for when a bundle should be completed. The size of the Green Zone, and the number of bundles to be completed within a stage and eventually the overall grant period, was determined to be reasonable and realistic in the timeframe given. If necessary, the contracts will increase their capacity to meet the demand. By delivering the audits and retrofits in this manner, the retrofit industries



will see an increase in demand and in turn increase their capacity to meet this demand. The work of the leverage partners, including education and awareness, neighborhood advocacy, marketing and financing tools, will affect potential consumers in other parts of the communities. As a result, the high demand will remain stable, the retrofit industries will have the capacity to maintain quality delivery of services, and a self-sustaining market is experienced.

- **Sub Criteria 3.3 – Overcoming Barriers**

The Cities of Omaha and Lincoln have identified a number of institutional, regulatory and market barriers that the Omaha-Lincoln Retrofit Ramp-up Program is designed to address. These barriers, primarily those identified in the *Recovery Through Retrofit; Middleclass Taskforce Council on Environmental Quality*, are experienced by consumers in Omaha and Lincoln, especially those in the middle income bracket. These barriers are each considered institution, regulatory and market in nature.

Access to Information- Consumers in the middle class typically lack access to reliable information on home audits, retrofits and the costs and benefits of both. Consumers, both residential and commercial, feel overwhelmed by the choices they need to make regarding retrofits and incentive options. Consumer awareness and education on retrofits is typically overlooked in this market. There is a need for consumer information in a format that engages those not interested in being energy experts or saving the world. The program includes consumer information, marketing and neighborhood advocacy components that ensure the most reliable information is provided to consumers in a sensitive and appropriate manner. These components will benefit both consumers in the Green Zones and the potential consumers in the newly developed retrofit market.

Access to Financing- While a cost savings is experienced as a result of home and building retrofits, the upfront cost of a retrofit and middleclass consumers do not have access to financing. If financing is available, the payback period for a loan is often longer than the owner plans on owning the building. In a landlord-tenant situation, the discussion on who is responsible for costs and who enjoys the benefits places potential retrofit projects on hold. The Omaha-Lincoln Retrofit Ramp-up Program provides home and building audits and retrofits to a majority of consumers in the designated green zones. Leverage partners are also committing other financing options and financing incentives to consumers in the Green Zones. Spending the grant and leverage funds in the retrofit market will increase demand and the amount of work available across the region and in turn catalyzing the retrofit market. This model forces competition in the market and driving down the cost of the services and products in the long run.

Access to Skilled Workers- A primary barrier to establishing a self-sustaining retrofit market regionally is the access to skilled workers. In the current retrofit market, there is a lack of qualified auditors, retrofit contractors and installers. Currently, there is no incentive to train workers in these areas as there is no real work following the completion of the training. Of the training that is available, there is none that is focused on training disadvantaged or displaced workers. The Omaha-Lincoln Retrofit Ramp-up Program has established partnerships with community organizations that have committed to tailor job training programs to the retrofit industries. The skilled and qualified workforce will be able to meet the increase capacity needs of the growing retrofit industry companies.

- **Sub Criteria 3.4 – Environmental Health and Safety**

The Omaha-Lincoln Retrofit Ramp-up Program is prepared to address all environmental, health and safety, permitting and compliance issues as they arise.

Environmental -The primary environmental issue associated with retrofitting older homes and buildings is the selection of environmentally preferable materials and proper disposal of old material. Retrofitting materials will be on a pre-approved list of environmentally friendly materials. All old materials will be recycled in an appropriate manner by a number of leverage partners.

Health and Safety- Working with older homes puts workers and consumers in contact with lead based paint and asbestos. Leverage partnerships with Omaha Healthy Kids Alliance will work with Program staff to develop protocol for healthy home audits for abatement of lead and asbestos.

Permitting -As there no anticipated environmental permitting required nor any major building renovations, this will be a categorical exclusion for NEPA.



Compliance Issues- Where necessary, the program will adhere with environmental compliance issues as they arise. Currently, the program does not anticipate any environmental compliance issues.

**Criterion 4: Partnership Structure and Capabilities Weight: 25%**

- **Sub Criterion 4.1 – Broad range of entities and organizations**

To be successful, the Omaha-Lincoln Retrofit Ramp-up Program relies on the expertise and resources of various partnering agencies. Each agency, representing government, utilities, education, private industry or non-profits, has invested in at least one segment of the program (table 1).

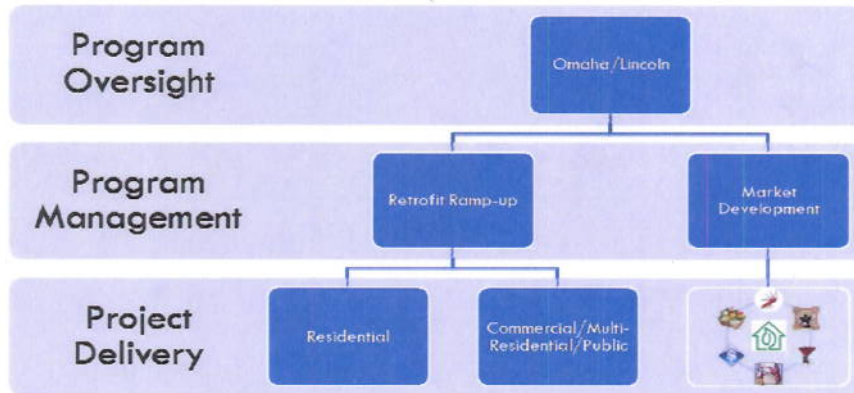
**Table 1 – Partner Distribution**

<i>Industry</i>	<i>Number in Industry</i>	<i>Pledge Amount</i>
Government	3	\$18,928,800
Utilities	3	\$37,096,800
Education	4	\$6,156,437
Private Sector	8	\$10,482,670
Non-profit	17	\$24,129,633

- **Sub Criterion 4.2 Roles and Responsibilities**

The Cities of Omaha and Lincoln have been diligently working with program partners to identify their most appropriate roles. The program taps into the core competencies of each sector to deliver the program in a structured and organized fashion (Chart 1). Omaha and Lincoln will work together to provide programmatic and fiscal oversight. Staff from each city will be responsible for overseeing a program management team, verifying the contracting process, coordinating leverage partners for the delivery of the program, coordinating programmatic communications, grant reporting, project outcome mapping and financial accounting. Staff financed by grant funds to administer these responsibilities will include two Program Directors, a Program Coordinator, GIS/Web Development Technician, a Finance Grant Accountant, and two Interns.

**Chart 1 – Partnership Structure**



To deliver the Retrofit Ramp-up Program, a program management team will be solicited and hired through the City of Omaha's procurement process. The team will consist of a program manager and task leaders in the areas of residential retrofits, commercial/public building retrofit, contract specialist and program controls leader, environmental task leader and public involvement leader. The team will have a number of responsibilities to focus on the delivery of the program, including: (1) to bundle specific project contracts for the delivery of audits and retrofits in the Green Zones, (2) oversee delivery of bundled residential, commercial and industrial audits and retrofits to ensure they fall within financial and programmatic guidelines, (3) to ensure services are conducted within the timeline of the grant, (4) to ensure program delivery is sensitive to the environment and local communities, and (5) to work with the Cities of Omaha and Lincoln staff to coordinate use of leveraged resources where necessary. Resources committed by leverage partners will be used throughout the project period. Program oversight staff from



each city will always communicate and work with the program management team to ensure the program is delivered according to grant guidelines, meets objectives and stays consistent with the work plan.

Program delivery and retrofit market transformation will rely on leverage partners who will provide products and services consistent with their market niche. Marketing strategies, consumer information and neighborhood advocacy will be provided by organizations who deliver these services. Omaha Advertising, Metropolitan Utilities District and Omaha Public Power District will promote and generate interest in the program through mass media campaigns. Neighborhood Associations, Neighborhood Advocacy groups and the Omaha Green Coalition will promote the program to consumers, provide education on the process and value of retrofitting, and ensure consumers understand the purpose of the program. By providing these resources, the program will generate participation within Green Zones and raise interest across Omaha and Lincoln, which will facilitate a statewide retrofit market transformation.

Workforce development and retrofitting are critical to the delivery of the audit and retrofit services, as they will be necessary to build the resources needed to meet increased market demand. Greenforce development will prepare a trained and competitive workforce in the energy efficient industries and pair individuals with established retrofit contractors to work and receive additional on-the-job training. Green technology entrepreneurs, such as Energy Pioneer Solutions and the University of Nebraska at Omaha College of Architecture and Engineering, will also have a chance to deliver innovative products and services to interested consumers. Following the completion of the RetrofitRamp-up Program, retrofit contractors and green technology entrepreneurs will possess the capacity and the workforce to meet continued increasing market demand generated by the program.

Financial mechanisms are vital to catalyzing a retrofit market. While audits, assessments and retrofits are provided to consumers in the Green Zones, leverage partners are committing additional financial resources. The Nebraska State Energy Office, for example, provides low-interest retrofit loans across the state. By guaranteeing \$15 million in low-interest loans within the designated Green Zones, the Nebraska State Energy Office gives consumers the opportunity to expand grant-funded retrofit activities. Taking advantage of these financial resources will stimulate additional demands in retrofit and complementary industries. Retrofit industry investors will see higher returns on their investments, which will prompt further investment into the energy efficient market.

- **Sub criterion 4.3 – Qualifications and Relevant Experience**

The management and delivery of the program will rely on the work of qualified and experienced partners. Kristi Wamstad-Evans, the Sustainability Coordinator for the City of Omaha, and Milo Mumgaard, Senior Policy Advisor for the City of Lincoln Mayor's Office, will provide program oversight. Kristi Wamstad-Evans has over 15 years of experience in sustainability, including serving as the National Sustainable Solutions Program Manager for HDR, Inc, and Context Sensitive and Sustainable Solutions Project Manager on the Oregon Transportation Investment Act III Bridge Delivery Program. OTIA III is a \$1.3 billion, 10 year program to replace and/or repair over 300 bridges throughout the state of Oregon. While working on OTIA III, Kristi was directly involved in the bundling and staging of design contracts, as well as establishing performance measures for programmatic goals and deliverables for project work. She holds a Masters Degree in Community and Regional Planning, with an emphasis on Environmental Planning. Kristi manages administration of the city's \$4.3 million allocation of the 2009 Recovery Act Energy Efficiency and Conservation Block Grant, including all funded projects. Milo Mumgaard has over twenty years experience as a nationally recognized leader in the legal and policy making communities. In his current role as Senior Policy Aide for Sustainability to the Mayor of Lincoln, he coordinates all City of Lincoln initiatives to promote sustainable policies and practices across the city.

Additional staff to assist in the delivery of the program will include a program coordinator, website/GIS Technician, grant accountant and two interns. These staff will possess the required knowledge, skills and abilities to fulfill their job responsibilities.



The Project Management Team will be experienced in project management and delivery in the field of energy efficiency. A competitive bid process will ensure applicants meet minimum standards and qualifications. Upon selection of the most qualified bid, a contract will establish the responsibilities of the project management team and the guidelines of the program. The program management team will include technical experts in residential and commercial energy efficiency and be a known leader in the areas of project controls, economic development, finance, community involvement, data management and environmental management. Working closely with the City of Omaha's Sustainability Coordinator, the program management team will be responsible for developing programmatic tools and setting up the contracting mechanism for bundled projects.

Successful delivery of the program includes a transformation of the local energy efficient retrofit market. Utilizing leverage partners for program delivery throughout the project period will increase the demand for services and products both now and in the future. By using an organized work structure, complete with an array of program partners that fit into the structure according to their competencies, knowledge, skills and abilities, the Omaha-Lincoln Retrofit Ramp-up Program will demonstrate a collaborative and coordinated approach to service delivery and overall market transformation.

### **Section III. Project Plan and Timetable**

The project plan and timetable is outlined as a function of time, year by year. Each important stage and activity is noted, including expected completion dates. The project plan includes a kick-off period followed by five stages of program delivery, detailed below. Each stage has expected outcomes, including the number of homes and commercial buildings audited and/or retrofitted. The project plan and timetable will be used as a baseline to report progress made on the Retrofit Ramp-up Program.

The project work structure is broken into two primary parts: program oversight and project management. The program oversight is provided by the Cities of Omaha and Lincoln, each overseeing the delivery of the project in their respective Green Zones and coordinating with leverage partners to assist in delivering the project and transforming the statewide retrofit market. The City of Omaha, serving as the fiscal agent, will release a request for proposals prior to the grant award. After a review of the submitted proposals, the contract will be awarded to the most qualified applicant contingent upon receipt of the grant award. Project oversight will ensure all milestones, deliverables, and outcomes are met on time. Progress reports on the ability to meet goals and objectives on time will be completed by the Cities of Omaha and Lincoln.

Program management will be provided by a Project Management Team. Upon receiving the contract award, the Program Management firm will begin developing tools for implementing the projects, including building-owner recruitment materials, standard auditing protocol and reporting, pre-qualification application for audit and retrofit contractors, contracting process and a qualified products list. The Program Management team will have approximately 4 months to ramp-up before the first projects are contracted. There will be 5 project stages, beginning in September 2010 and ending in April 2013. Stages 1 through 4 will be 6 months in duration. Stage 5 will be similar to the other stages but will also include a close-out period at the end of the grant-funded project period. Each project stage will include an evaluation in the fourth month and recommendations for improvements will be made before the next stage. This period will allow time for major decisions about project delivery and program management.

Projects will be bundled into like groups, such as building type, age, ownership, size and applicability for weatherization dollars. The program management firm will be responsible for bundling participating buildings. Bundles not eligible for weatherization funds will be contracted to pre-qualified companies. The first bundled projects will be single-family owner-occupied units. Small commercial and public



buildings will be released next, followed by larger commercial and public buildings. Rental housing units will be addressed in later stages to allow time for negotiating cost and benefits to landlords and tenants.

**Omaha–Lincoln Retrofit Ramp-up Program Project Delivery Timeline**

			Residential Auditing	Residential Retrofit	Commercial Auditing	Commercial Retrofit	Public Auditing	Public Retrofit
Year 1	Pre-Award Period	Mar-10	Request for Proposal Release					
		Apr-10						
	Program Develop.	May-10	Development of Implementation Tools by Program Management Team					
		Jun-10						
		Jul-10						
		Aug-10						
	Stage 1	Sep-10	80	0	20	0	0	0
		Oct-10	80	0	0	0	0	0
		Nov-10	30	80	40	0	0	0
		Dec-10	100	30	40	0	0	0
		Jan-11	0	100	2	0	0	0
		Feb-11	120	0	0	40	20	0
Year 2	Stage 2	Mar-11	25	120	20	40	5	20
		Apr-11	25	25	20	0	24	0
		May-11	160	25	60	0	20	28
		Jun-11	80	160	0	0	0	20
		Jul-11	80	80	62	60	0	0
	Stage 3	Aug-11	280	80	60	0	0	0
		Sep-11	50	280	20	60	5	0
		Oct-11	160	50	20	60	27	0
		Nov-11	180	160	80	0	20	30
		Dec-11	160	180	100	0	0	20
Year 3	Stage 4	Jan-12	180	160	1	80	0	0
		Feb-12	160	180	0	100	0	0
		Mar-12	180	160	0	0	5	0
		Apr-12	180	180	20	0	27	0
		May-12	175	180	80	0	25	5
		Jun-12	180	175	100	0	0	25
	Stage 5	Jul-12	75	180	0	80	0	25
		Aug-12	180	75	0	100	0	0
		Sep-12	100	180	0	0	0	0
		Oct-12	75	100	0	0	22	0
Nov-12		180	75	50	0	0	20	
Dec-12		0	180	100	0	0	20	
Jan-13		0	0	0	50	0	0	
Feb-13		130	0	0	100	0	0	
TOTALS			3405	3325	895	770	200	213



Each stage will include outcome and milestone goals for the number of residential, commercial and public buildings to be audited and retrofitted (see timeline above). For example, during the first stage, 200 single-family owner-occupied units and 30 multi-family owner-occupied units will be audited; 180 single-family and 30 multi-family units will be retrofitted. Auditing and retrofitting will be bundled separately with an average of 20 buildings per bundle. Outcomes will be measured at the end of each stage, compared to the proposed outcomes and evaluated.

Project work will be scoped and contracted based on the type of building to be retrofitted.

Residential- Approximately 76 percent of the retrofit projects in the Green Zones are residential, including single-family and small multi-family units. Large multi-family units will count as “commercial” if building characteristics are more similar to commercial. Every residential building participating in the program will receive a comprehensive, whole-house energy audit. The audit will produce a pre-retrofit HERS score. The auditor’s pre-qualification will include demonstrated training, certification, or work-as-certification requirements and limited professional liability insurance.

Once the audit is complete, the auditor will compile a report detailing major energy consumption related to building structural and operational equipment, such as lighting, appliances and furnaces. The auditor will provide a professional assessment of the best retrofit choices for energy efficiency. The auditor will then use prices from a qualified product list (including an estimate of installation cost) to calculate the cost of retrofit. If retrofit cost exceeds \$6500, recommendations will be sent to a committee for review and approval. During the first stage, the installation of smart meters will be piloted to assess their value to single-family, owner-occupied homes.

The auditor’s work will be considered 90 percent complete upon the program’s acceptance of the reports. For the final 10% of his or her contract, the auditor will be required to go back to the homes to retest the buildings after retrofitting is complete. This retesting will produce the post-retrofit HERS score. Once the audit bundle is complete, the retrofit contracting bundle will be let to a general contractor to coordinate and perform the required retrofit work. The retrofit general contractor must perform retrofits specified in the audit report and products from the qualified list (the use of products from the qualified list will allow the program to gain economies of scale when negotiating with product suppliers). After the retrofits are complete, the auditor will return to retest the building and supply a new HERS score. The home owner will be furnished with a complete report of their building, including the retrofits made, and resources that describe how behavioral modifications can further reduce the building’s energy use.

Commercial & Public-Approximately 24 percent of buildings in the Green Zones are commercial or public. These buildings will be bundled according to size, then age. All commercial and public buildings will be audited to determine elements of major energy consumption. A comprehensive audit report will be produced and will include a list of building structural and operational features that use energy; a sustainable return on investment analysis that identifies the cost of retrofits; payback period; estimated return on investment and guidance on where financing and incentives can be accessed to perform retrofits. The commercial building owner will also receive 2-hour consultation with a qualified energy finance advisor to develop his or her retrofit plan. If the building is eligible for an energy-efficient roof top unit, this item may be contracted as part of a retrofit contracting bundle. If deemed eligible for participation in the large building retrofit program, the building owner will be referred to the Omaha Public Power District program.

### **High Level Quarterly Spend Plan**

The Omaha-Lincoln Retrofit Ramp-up Program will distribute grant funds according to a bundled and staged project delivery process spread across 12 quarters, or 3 years. The value of the grant-funded contracting will vary based on the number auditing or retrofit contracts let in a given period. Table 2 shows the high level quarterly spend plan for the Program based on budget categories.



Table 2 – High Level Quarterly Spend Plan

Quarterly Basis	Grant-funded Contracting	Program Management	Personnel	Fringe	Travel	Equipment	Other	Indirect	Total Spend by Quarter
Q1	0	219,375	35,058	12,817	1,056			24,375	292,680
Q2	319,200	219,375	35,058	12,817		18,828		24,375	629,652
Q3	764,960	219,375	35,058	12,817	1,056			24,375	1,057,640
Q4	895,720	219,375	35,058	12,817			20,000	24,375	1,207,344
Q1	1,382,640	219,375	35,835	13,146	1,056			24,375	1,676,428
Q2	1,954,960	219,375	35,835	13,146		6,525		24,375	2,254,217
Q3	2,318,680	219,375	35,835	13,146	1,056			24,375	2,612,468
Q4	2,243,360	219,375	35,835	13,146			20,000	24,375	2,556,092
Q1	2,429,000	219,375	36,643	13,489	1,056			24,375	2,723,938
Q2	1,634,360	219,375	36,643	13,489		6,400		24,375	1,934,642
Q3	1,251,600	219,375	36,643	13,489	1,056			24,375	1,546,538
Q4	1,194,483	219,375	36,643	13,489			20,000	24,375	1,508,365

### Facilitate Success

The success of the program is dependent upon the ability to deliver a targeted retrofit program to consumers in the targeted Green Zones and establish a self-sustaining retrofit market regionally. The proposed work plan is designed to simultaneously deliver the program and develop the market. The work plan is carried out by the Project Management Team. The Project Management Team will assign homes and buildings to bundles according to similar characteristics. A contract bundle will be awarded to an auditing contractor and when the auditing is completed, let to a retrofitting contractor. Once both are complete, the contract bundle will be complete. All contract bundles will be completed at the end of the grant period. By delivering the audits and retrofits in this manner, the retrofit industries will see an increase in demand and in turn increase their capacity to meet this demand. The work of the leverage partners, including education and awareness, neighborhood advocacy, marketing and financing tools, will affect potential consumers in other parts of the communities. As a result, the high demand will remain stable, the retrofit industries will have the capacity to maintain quality delivery of services, and a self-sustaining market is experienced.

### Section IV. Relevance and Outcomes/Impacts

Given the targeted and market-building approach, the Omaha-Lincoln Retrofit Ramp-up Program meets all objectives of the program announcement. First, this project involves dozens of local, regional and state collaborators from all parts of the community. Designed to foster interaction and participation from private lenders, contractors, public agencies, utilities, state and local public funders, universities, neighborhood associations and unions, the retrofit marketplace, focused on energy savings and retrofitting possibilities within a specific number of Omaha and Lincoln's oldest residential and commercial areas, will produce quick and efficient results, promote market interaction and informational exchange and lead to a regional boom in retrofitting.

The Omaha-Lincoln Retrofit Ramp-up Program will produce the type of energy savings from targeted areas that will provide data adaptable to other areas of both cities. Project delivery, built around standardized approaches to Energy Star criteria, will enable quick dispersal of cost and savings data to the broader community and inspire confidence in retrofits from consumers, building owners, financial lenders and public utilities. Further, the voluntary approach to standardized energy rating, audit training, and certification of the developing workforce will allow for the job market to efficiently meet increased demand generated by the program. Great economies of scale inherit in the Omaha-Lincoln Retrofit Ramp-up Program and its information-sharing retrofit marketplace approach. The program centers on delivering high-quality energy savings to the most buildings in the zones with the least cost while still ensuring incentives to auditors, contractors and lenders.



This program builds on the existing residential and commercial energy retrofitting programs in Omaha and Lincoln and the strong support for sustainability priorities by each city's political, commercial, contracting and neighborhood leadership. This is reflected in both the highly leveraged quantity of public and private resources committed to this project, and in array of leverage partners. Also, both Omaha and Lincoln have mayors committed to sustainability and green building programs, a first for this immediate area. Both cities employ sustainability coordinators working directly for the mayors, and both cities have publicly-owned electrical utilities committed to energy conservation incentives and to this program. Therefore, the Omaha-Lincoln Retrofit Ramp-up Program will build on a wide base of support in meeting objectives toward a thriving retrofit marketplace.

The Omaha-Lincoln Retrofit Ramp-up Program will offer like regions across the country an excellent model to use to catalyze their own energy retrofit marketplaces. The Omaha and Lincoln region has a population slightly more than one million, with this population spread among two mid-size cities and many suburban and rural communities. The Omaha-Lincoln area's demographics, housing stock and economy are diverse and analogous to other regions across the country. These Omaha-Lincoln area features are found in regions throughout the country outside of major metropolitan areas, comprising vastly underdeveloped energy retrofitting opportunities. The Omaha-Lincoln Retrofit Ramp-up Program will provide a directly useful and dynamic example for other regions outside major metropolitan areas for how to develop a collaborative retrofit marketplace.

The Department of Energy's primary goal of fostering fundamental and permanent transformation of energy markets will be exceptionally well-served by the Omaha-Lincoln Retrofit Ramp-up Program and its collaborative, targeted, systematic retrofit marketplace approach. The Omaha-Lincoln Retrofit Ramp-up Program will quickly produce a high level of energy savings and create sustainable market transformation in the region by providing the raw material from which retrofitting companies can be formed, a trained workforce fostered, and programmatic tools and economies of scale developed to bolster confidence in the return on investment for financial lending institutions and borrowers.

The beneficiaries of the Omaha-Lincoln Retrofit Ramp-up Program, and the expected outcomes, will include:

Workforce. The program will benefit the region's workforce through an increase in retrofit jobs involving a higher level of skills and the standardization of job requirements.

Contractors. The program will increase the number of building retrofit private contractors with the skills and capital necessary to serve the market. The program will collaborate with the home building and retrofitting contractor community and generate, through economies of scale, the ability to serve these increasing and ongoing market opportunities. As financing options are further made available to consumers, the contracting opportunities will grow. Further, the program will directly provide, through its collaboration with the area's workforce development, community colleges, labor union, and non-profit job training providers, new jobs for our region's diverse workforce and new contracting opportunities for minority and underrepresented communities. The net result will be thousands of new energy retrofit opportunities for trained contractors throughout the region.

Consumers. The Omaha-Lincoln Retrofit Ramp-up Program will deliver hundreds of millions of dollars in energy savings to residential, commercial and public consumers. The program will create a significant and sustained spike in consumer demand for energy retrofitting within the Omaha-Lincoln Green Zones and throughout the region. By delivering energy retrofitting directly to 4,500 buildings in a short period of time, the market effects will resonate throughout the region. Consumers will have a heightened understanding of their financing options, will support new approaches to making retrofitting a reality and be served by a newly catalyzed marketplace.

Financial lending institutions. The Omaha-Lincoln Retrofit Ramp-up Program will foster new financing options for consumers (e.g. PACE bonds, on-bill systems, etc.), but will most significantly, in the short term, provide the confidence for local financial institutions that energy retrofitting provides a sustainable



return on investment. For example, the Nebraska State Energy Office's "Dollars and Energy Sense" revolving loan program is underused by the lending community; the dilemma has been how to engage all aspects of the market in this program. The Green Zone program is directly intended to demonstrate the efficiency and profitability of targeted retrofitting through a catalyzed marketplace. Financial lending institutions will respond not only by using existing mechanisms, such as the state revolving loan fund, but also with their own financing programs and consumer outreach, which will expand this program's reach.

Utilities. Electrical power is publicly owned and operated throughout Nebraska and is directly accountable to its ratepayer/taxpayer base. Existing sustainable energy programs operated by the utilities in recent years have faced marketplace barriers, but the utilities are fully committed to working with the Omaha-Lincoln Retrofit Ramp-up Program to help overcome these obstacles. For example, on-bill utility payment systems for publicly or privately financed energy retrofits will be a significant goal of the Omaha-Lincoln Retrofit Ramp-up Program.

Political subdivisions and public agencies. The Omaha-Lincoln Retrofit Ramp-up Program will also foster far more active energy retrofitting activity by state and local participants in the region. The development of a widely beneficial retrofit program will hasten green building and energy savings programs throughout the region. The Omaha-Lincoln Retrofit Ramp-up Program is committed to sharing its marketplace innovations, data and other features to all subdivisions and agencies in the area. The need for state and local action to encourage the development of new financing options (e.g. PACE bonds, etc.) will be well served by this regional approach.

The Omaha and Lincoln area is truly in the middle of everything. This highly representative slice of America is poised to deliver an exciting and innovative energy retrofitting catalyst that will quickly transform the region's energy efficiency market, engage hundreds of partners in delivering on this goal and provide millions of dollars in energy savings to tens of thousands of energy users.

#### **Section V. Roles of Participants**

The Omaha-Lincoln Retrofit Ramp-up Program establishes a unique partnership between the two largest cities in Nebraska. Each city had previously identified specific Green Zones that are eligible for a retrofit program based on property and income criteria. To achieve the greatest impact in retrofit market statewide, the partnership was established. The City of Omaha will serve as the applicant and fiscal agent for the program, contracting with a project management team, conducting grant reporting, evaluations and coordinating with leverage partners. Both cities will provide programmatic oversight for retrofit-projects within their designated Green Zones. A Memorandum of Understanding between the City of Omaha and the City of Lincoln outlining the responsibilities of each has been signed by both Mayors and is attached.

Kristi Wamstad-Evans, the Sustainability Coordinator for the City of Omaha, and Milo Mumgaard, Senior Policy Advisor, City of Lincoln Office of the Mayor will serve as Project Directors. Kristi Wamstad-Evans has over 15 years of experience in sustainability, including serving as the National Sustainable Solutions Program Manager for HDR, Inc, and Context Sensitive and Sustainable Solutions Project Manager on the Oregon Transportation Investment Act III Bridge Delivery Program. OTIA III is a \$1.3 billion, 10 year program to replace and/or repair over 300 bridges throughout the state of Oregon. While working on OTIA III, Kristi was directly involved in the bundling and staging of design contracts, as well as establishing performance measures for programmatic goals and deliverables for project work. She holds a Masters Degree in Community and Regional Planning, with an emphasis on Environmental Planning. Kristi manages administration of the city's \$4.3 million allocation of the 2009 Recovery Act Energy Efficiency and Conservation Block Grant, including all funded projects. Milo Mumgaard has over twenty years experience as a nationally recognized leader in the legal and policy making communities. In his current role as Senior Policy Aide for Sustainability to the Mayor of Lincoln, he coordinates all City of Lincoln initiatives to promote sustainable policies and practices across the city.



Additional staff to assist in the delivery of the program will include a Program Coordinator, GIS/Website Technician, Grant Accountant and two Interns. These staff will possess the necessary knowledge, skills and abilities to carry out the specific tasks associated with their job responsibilities.

A Project Management Team will be contracted with to deliver the audit and retrofits to consumers within the designated Green Zones. The Project Management Team will be experienced in project management and delivery in the field of energy efficiency. A competitive bid process will ensure applicants meet minimum standards and qualifications. Upon selection of the most qualified bid, a contract will establish the responsibilities of the project management team and the guidelines of the program. The program management team will include technical experts in residential and commercial energy efficiency and be a known leader in the areas of project controls, economic development, finance, community involvement, data management and environmental management. Working closely with the Project Directors, the program management team will be responsible for developing programmatic tools and setting up the contracting mechanism for bundled projects.

Leverage partners are an integral component to the Omaha-Lincoln Retrofit Ramp-up Program. Leverage partners have pledged assistance and resources in their areas of expertise including Retrofitting, Workforce Development, Green Technology/Entrepreneurship, Consumer Information, Market Strategy, Neighborhood Advocacy and Financial Mechanisms. Each leverage partner has submitted a pledge support letter documenting their intent to partner (attached).

#### **Section VI. American Recovery and Reinvestment Act of 2009, P.L. 111-5 (Recovery Act)** **Information**

The goals and objectives of the Omaha-Lincoln Retrofit Ramp-up Program are designed to support the objectives of the American Recovery and Reinvestment Act. Throughout the three-year project period, the program will directly invest \$20 million in grant funds and over \$101 million in leveraged funds throughout the Omaha and Lincoln Communities. Using the Department of Energy's EECBG Estimated Benefits Calculator, the total estimated annual jobs created and/or retained is 1,418. The grant funds are responsible for 357 jobs and leverage funds are responsible for 1,061 jobs.

Throughout and following the grant period, a primary goal of the program is to catalyze a retrofit market regionally. While grant and leverage dollars are spent on auditing and retrofitting residential and commercial buildings in specified areas of the cities and within a given timeframe, the effects of those dollars spent will spill into other areas of the city and well beyond the timeframe. Jobs created in the retrofit and complimentary industries will be retained past the established funding years as retrofitting becomes a standard process for consumers throughout the Omaha and Lincoln region. It is estimated 100 additional jobs will be created and/or retained per year for the three years following the completion of the grant as a direct result of grant expenditures. Additionally, all retrofit materials purchased with grant funds will be made by domestic manufactures and distributed by domestic manufactures.



**MEMORANDUM OF UNDERSTANDING BETWEEN  
THE CITY OF OMAHA, NEBRASKA  
AND THE CITY OF LINCOLN, NEBRASKA**

THIS MEMORANDUM OF UNDERSTANDING, hereinafter referred to as MOU, is made and entered into by and between the City of Omaha, Nebraska, hereinafter referred to as "Omaha," with the agreement of the Mayor of Omaha, who serves as the Chief Elected Official for the City of Omaha, and the City of Lincoln, Nebraska, hereinafter referred to as "Lincoln," with the agreement of the Mayor of Lincoln, who serves as the Chief Elected Official for the City of Lincoln.

WHEREAS, the Cities of Omaha and Lincoln desire to collaborate on a joint "Omaha-Lincoln Retrofit Ramp-up" project. This project is intended, by concentrating resources in targeted neighborhoods in Omaha and Lincoln, to deliver high-quality, large scale energy retrofitting through a systematic approach in residential, commercial, and public buildings. This project's "retrofit marketplace" will create an interactive market infrastructure for energy retrofitting in our region that does not presently exist, create lessons and models for both cities and the region as energy retrofitting is further developed, and vastly prime the entire regional market for ongoing, sustained energy retrofitting auditing, financing, and contracting. This project will create hundreds of new jobs and economic opportunity in both cities, and deliver millions of dollars in energy savings to ratepayers and taxpayers.

WHEREAS, the Cities of Omaha and Lincoln desire to collaborate on the development and execution of the "Omaha-Lincoln Retrofit Ramp-up" Program as briefly described above, in particular through their respective sustainability initiatives and staff.

WHEREAS, this agreement is to establish the mutual and collaborative relationship of Omaha and Lincoln to deliver the planned "Omaha-Lincoln Retrofit Ramp-up" program.

WHEREAS, the Cities of Omaha and Lincoln desire to jointly seek federal funding to implement the "Omaha-Lincoln Retrofit Ramp-up" program, specifically the U.S. Department of Energy's Funding Opportunity Announcement Number DE-FOA-0000148, the competitive Energy Efficiency and Conservation Block Grant (EECBG) program funded under the American Recovery and Reinvestment Act of 2009, hereinafter referred to as "EECBG federal stimulus grant."

WHEREAS, Omaha will serve as the applicant for this funding with the agreed upon intention, if any funding is received from the EECBG federal stimulus grant, to collaborate with Lincoln on the purposes and goals of the "Omaha-Lincoln Retrofit Ramp-up" proposal for funding.

WHEREAS, this agreement is to coordinate resources and ensure the effective and efficient application for EECBG federal stimulus grant funds by Omaha under the above federal grant announcement, to establish division and use of any funds received under the EECBG



federal stimulus grant as agreed between Omaha and Lincoln, and to distribute the grant per this agreement.

NOW, THEREFORE, the parties agree as follows:

1. Purpose. The Purpose of the Memorandum of Understanding is to establish an agreement between Omaha and Lincoln concerning the application for the EECBG federal stimulus grant and the division of any EECBG federal stimulus grant funds received.

2. Agreement of Parties. In signing this agreement, it is the intent of the parties to agree to the following:

- a. Collaborate on the planning and development of a "Omaha-Lincoln Retrofit Ramp-up" energy retrofitting project;
- b. Collaborate on the development of a proposal and application for the EECBG federal stimulus grant to fund the "Omaha-Lincoln Retrofit Ramp-up";
- c. Negotiate a Cost Sharing/Resource Sharing agreement if any EECBG federal stimulus grant funds are approved and received by Omaha;
- d. Develop a Scope of Services agreement after Omaha receives any funds from the EECBG federal stimulus grant proposal, including reporting and administrative responsibilities;
- e. Collaborate and partner on the purposes of the "Omaha-Lincoln Retrofit Ramp-up" Program and participate in a process of program review and continuous improvement to offer the best possible "Omaha-Lincoln Retrofit Ramp-up" program.

3. Duration and Modification of MOU. The parties agree that the terms of this MOU will take effect as of the date of execution of this agreement and will continue in effect for one year, otherwise by action of law or in accordance with this section.

- a. Withdrawal: Any party may withdraw from this MOU by giving written notice of its intent to withdraw at least 120 calendar days in advance of the effective withdrawal date. Notice of withdrawal shall be given to the Mayor of the other city. Should any party withdraw, it shall not be entitled to any further funds per this agreement.
- b. Amendments: The MOU can be modified by mutual agreement of the parties. Any such modification will be preceded by written notice of intent to modify and the purpose of such modification.
- c. Options to Renew: This MOU can be renewed by the parties through an option to renew for one year. Any such desire to renew will be preceded by written notice of intent to renew and the purpose of renewing the MOU.

9. Severability. If any part of this MOU is found to be null and void, or is otherwise stricken, the rest of this MOU shall remain in force.

10. Mutual Hold Harmless. The parties to this agreement agree that it will be responsible for their own acts and omissions and the results of their own acts and omissions, and





444 South 16<sup>th</sup> Street Mall  
Omaha, NE 68102-2247

December 14, 2009

Mayor Jim Suttle  
Office of the Mayor  
1819 Farnam Street, Suite 300  
Omaha, Nebraska 68183

Dear Mayor Suttle:

This letter of support is in reference to the City of Omaha and the City of Lincoln's joint application to the Department of Energy for the American Recovery and Reinvestment Act, Energy Efficiency and Conservation Block Grant, Retrofit Ramp-Up Funding Program.

The Omaha Public Power District (OPPD) is pleased to offer support for this important project. OPPD is committed to energy efficiency efforts in the Omaha area and this grant will create an impact on the regional level and can be used by other cities in the United States as a best practice.

OPPD is actively involved in the Omaha community with various energy efficiency efforts. These efforts include CFL recycling, a partnership with Weatherization Trust to align weatherization efforts, energy efficiency education, and many other initiatives.

OPPD is offering leverage on both the commercial and residential side. The commercial side will consist of ECO 27/7 building retrofits, green jobs training, and lighting incentives. On the residential side, OPPD is leveraging heat pumps, home air leakage tests (HALT), and Energy Star training for builders and facility operators.

The District is pleased to offer a significant leverage pledge towards the Retrofit Ramp-up Program. As mentioned above, the leverage comes from both the residential and commercial side and is valued at approximately \$28 million dollars.

OPPD has a successful history of energy efficiency and conservation programs and has the capacity to be successful in this project. The District is leading the way towards becoming the ideal utility in which best practices are shared.

Sincerely,

Timothy J. Burke  
Vice President – Employee and Customer Relations





**L I N C O L N   E L E C T R I C   S Y S T E M**

December 14, 2009

Mayor Chris Beutler  
Office of the Mayor  
555 South 10<sup>th</sup> Street  
2<sup>nd</sup> Floor, Room 208  
Lincoln, Nebraska 68508

Dear Mayor Beutler,

This letter of support is in reference to the City of Lincoln and City of Omaha's joint application to the Department of Energy for the American Recovery and Reinvestment Act, Energy Efficiency and Conservation Block Grant, Retrofit Ramp-Up Funding Program.

Lincoln Electric System (LES) wholeheartedly supports efforts leading to energy efficiency and better overall energy management. Our ability to offer our customers nationally competitive rates will increasingly depend on sound demand-side management practices.

LES invested \$1.1 million in a Sustainable Energy Program (SEP) in 2009 to encourage energy efficient measures to residential, business, governmental and industrial customers. The community embraced the program and is projected to reduce overall annual consumption by more than 5,000 MWh.

LES has budgeted \$1 million to extend the program through the first six months of 2010 and, based on financial conditions, may invest up to an additional \$1 million during the second half of the year.

LES is dedicated to providing out customers with information and assistance to become more energy efficient through our energy audit program, Energy Star new construction certification, community presentations, large commercial and industrial key accounts program, online tools and information and various other customer education and incentive programs.

Sincerely,

Todd Hall  
Vice President, Consumer Services  
Lincoln Electric System





## Joslyn Institute for Sustainable Communities

10 December 2009

Mayor Jim Suttle  
Office of the Mayor  
1819 Farnam Street, Suite 300  
Omaha, Nebraska 68183

Dear Mayor Suttle and Mayor Beutler,

Please consider this a letter of support in reference to the City of Omaha and the City of Lincoln's joint application to the Department of Energy for the American Recovery and Reinvestment Act, Energy Efficiency and Conservation Block Grant, Retrofit Ramp-Up Funding Program. Recognizing that roughly 70% of our existing building stock will still be occupied and in use in 2050, it is imperative that our communities immediately begin retrofitting residential, commercial and mixed-use building in the region. The cities of Omaha and Lincoln have already demonstrated considerable commitment to this effort, and the Joslyn Institute for Sustainable Communities (JISC) is eager to continue to partner with both communities and grow the region's capacity for further improvement.

The mission of JISC is to promote an integrated approach to sustainability through education, public visioning, partnership, and coordination. Through the Nebraska Sustainability Leadership Workshops (NSLW) and the EcoStores Resource Conservation education and training sessions, JISC is committed to helping local leaders meet their challenges through partnership and awareness as well as through the development of a green workforce. Additionally, the Institute is developing green technologies to enable property owners to make comprehensive assessments of their buildings as they begin the retrofit process.

Due to the overwhelming alignment of JISC and the City of Lincoln and Omaha's goals, we have pledged to leverage \$784,438 to the Green Zone Ramp-Up Funding Program. The City of Omaha and Lincoln's participation and support in the NSLW initiative, along with Omaha Public Power District, Lincoln Electric Systems and Nebraska Public Power District, is but one opportunity to engage the public and community leaders. We are eager to further expand our networks in support of this program.

Sincerely,

W. Cecil Steward  
President/CEO

Joslyn Institute for Sustainable Communities

1004 Farnam Street / Suite 101 / Omaha, Nebraska 68102

t 402.933.0080 / f 402.933.0082 / e [csteward@sustainabledesign.org](mailto:csteward@sustainabledesign.org) / [www.ecospheres.com](http://www.ecospheres.com)





1701 N. 24th St., Ste. 102 • Omaha, NE 68110  
ph: 402.451.2939 • f: 402.451.2595  
[www.ncdc-omaha.org](http://www.ncdc-omaha.org)

Building Home:  
Fulfilling Dreams  
Enhancing Communities

Mayor Jim Suttle  
Office of the Mayor  
1819 Farnam Street #300  
Omaha, NE 68183

Dear Mayor Suttle and Mayor Beutler,

This letter of support is being submitted in reference to the City of Omaha and the City of Lincoln's joint application to the Department of Energy for the American Recovery and Reinvestment Act, Energy Efficiency and Conservation Block Grant, Retrofit Ramp-Up Funding Program. The submission of this application will provide a cadre of opportunities for New Community Development Corporation dba NeighborWorks Omaha and the community by addressing clean energy with sustainable solutions in economic development, improved health, jobs, crime reduction and affordable housing.

New Community Development Corporation dba NeighborWorks Omaha has been a leader in the development of affordable housing and business training since 1994. To date, the organization has built over 350 units of affordable multi and single family housing, graduated over 2100 business development trainees and funded over \$400,00 in microbusiness loans.

New Community Development Corporation dba NeighborWorks Omaha is committing to this project by providing unlimited in-kind consumer information; retrofitting six homes through its NSP1 stimulus dollars; and making 180 homes lead free through the Lead Elimination Action Program HUD grant. The total leveraged value of New Community Development Corporation dba NeighborWorks Omaha commitment is \$2,485,000.00

New Community Development Corporation dba NeighborWorks Omaha was awarded \$1,916,054 from the U.S Department of Housing and Urban Development to reduce childhood lead exposure and lead-based paint hazards by increasing the number of lead-safe housing units. Through its work, LEAP (Lead Elimination Action Program) addresses energy conservation.

We look forward to being a part of this collaborative effort that will benefit both cities and the constituents in the geographic area in which we serve.

Sincerely,

A handwritten signature in blue ink that reads "Ken Lyons".

Ken Lyons  
President/CEO  
NeighborWorks Omaha

The logo for NeighborWorks Chartered Member. It features the word "NeighborWorks" in a bold, sans-serif font, with a registered trademark symbol. Above the "i" in "Neighbor" and the "i" in "Works" are stylized house icons. Below "NeighborWorks" is the text "CHARTERED MEMBER" in a smaller, all-caps, sans-serif font. The entire logo is set against a dark blue background with a curved top edge.



December 10, 2009

Mayor Jim Suttle  
Office of the Mayor  
1819 Farnam Street, Suite 300  
Omaha, Nebraska 68183

Dear Mayor Suttle and Mayor Beutler,

This letter of support is in reference to the City of Omaha and the City of Lincoln's joint application to the Department of Energy for the American Recovery and Reinvestment Act, Energy Efficiency and Conservation Block Grant, Retrofit Ramp-Up Funding Program. This is an important step for neighborhoods because it will allow for home improvements and improve energy efficiency in homes making the cost of utilities much more affordable.

The Neighborhood Center is committed to working with Omaha neighborhoods to improve the quality of life by helping them to address crime, housing, health, safety, and economic development issues. We work with more than 200 organizations to help them accomplish goals and resolve issues.

The Neighborhood Center will provide leverage to this program by providing information about this program in our newsletters and mailings, we will educate neighborhoods during neighborhood association meeting and we will hold educational workshops on energy efficiency measures. We have a great deal of working with neighborhoods in this capacity, we have had a very successful neighborhood energy saving program in collaboration with Morton Meadows Neighborhood Association and Omaha Public Power District (OPPD). That program worked to successfully reduce the energy consumption of 80% of its participants. We are very excited to be a part of this collaboration as well!

Sincerely,

Crystal Rhoades  
Assistant Executive Director  
Neighborhood Center





10330 I Street, Omaha NE 68127

402.894.0003 FAX: 402.894.0018

December 8, 2009

Mayor Jim Suttle  
Office of the Mayor  
1819 Farnam Street, Suite 300  
Omaha, Nebraska 68183

Dear Mayor Suttle and Mayor Beutler,

I'm pleased to offer our company's support for Omaha's and Lincoln's joint application to the Department of Energy for the American Recovery and Reinvestment Act, Energy Efficiency and Conservation Block Grant, Retrofit Ramp-Up Funding Program. I am certain your application will be the lynch pin for numerous energy and resource conservation projects. The fact our state's two largest cities have undertaken this synergistic promotion of energy and resource conservation is sure to benefit our residents, and serve as a model for other cities.

Firststar Fiber processes the recyclables collected from residents and businesses in both cities. We also offer the innovative RecycleBank ([www.recyclebank.com](http://www.recyclebank.com)) program, the participants of which routinely recycle 200% more than their neighbors. We are active in a variety of conservation groups locally and at the state and national levels.

We can use our recycling e-newsletters to promote and inform thousands of residents of your efforts' energy saving techniques. The RecycleBank program can also incentivize patrons to redeem their points earned from recycling for a hundreds of energy saving devises available from local participating vendors. Plus our materials recovery processing facility can also support the program's retrofitting efforts by recycling any resulting discards, such as scrap metals, plastics (such as vinyl siding and piping) and paper. Indeed, the paper will be converted to high quality cellulose insulation, and we can help your installers access discounted high quality cellulose insulation. We have over 10 years of operational experience promoting energy and resource conservation efforts, such as promoting the insulation of homes with recycled newspaper. Our total leverage support over the three year program will easily exceed \$8.4 million, and I believe this will be even greater as we participate in your ongoing collaborative process.

Sincerely,

Dale Gubbels  
President, Firststar Fiber Corporation





December 10, 2009

Mayor Jim Suttle  
Office of the Mayor  
1819 Farnam St., Ste 300  
Omaha, NE 68183

Dear Mayors Suttle and Beutler:

I am writing this letter in support of the City of Omaha and Lincoln's joint application to the Department of Energy for the American Recover and Reinvestment Act Energy Efficiency and Conservation Block Grant Retrofit Ramp-up Funding Program. Midtown Village is currently working with the City of Lincoln as a pilot for Mayor Beutler's Cleaner, Greener Lincoln Program.

Midtown Village has the potential to serve 5000 households in our area. Midtown Village is in the heart of Lincoln, NE, where the average housing stock is 60-70 years old. These modest homes are in great need of insulation, caulking and other simple changes that can lead to immediate energy savings. Additional funds could be used to replicate the Village model across our city, and indeed, the state. The Village model is an innovative, effective and extremely low-cost model for providing services to individuals so that they can thrive in their homes. By assisting households in gaining access to retrofit funds we can help individuals save money on their utilities, which can then be used to meet their other basic needs.

Midtown Village is pleased to provide leverage in the form of community organizing and volunteer services (canvassing) to this project at an estimated value of \$101,400.00.

Sincerely,

Nancy Intermill, M.S.  
Executive Director

Midtown Village • 4020 B Street • Lincoln, NE 68510

[www.midtownvillagelincoln.org](http://www.midtownvillagelincoln.org)

402-304-8757